

Concordia University
Council of the John Molson School of Business
Minutes of the meeting held October 22, 2004

JMSB-2004-07M

Present: J. Tomberlin (Chair)
K. Argheyd (Mana.), C. Barry (CASA), J. Beaudoin (SGS), S. Betton (Fina.), H. Bhabra (Fina.),
O. Bodur (Mktg.), B. K. Buyukkurt (Mktg.), D. Cameron (Mana.), B. Campbell (Econ.),
A.-M. Croteau (DS&MIS), D. Doreen (DS&MIS), C. Drainin (Acco.), M. El-Chafehi (CGSA),
A. Fagnoli (Reg.), S. Fontaine (Staff), J. Freed (Fina.), M. Genova (Staff), A. Goussous (CGSA),
S. Goyal (DS&MIS), B. Hatto (CASA), S. Hoffman (Lib.), A. B. Ibrahim (Assoc. Dean), M. Islam
(Acco.), G. Kanaan (Assoc. Dean), D. Kira (DS&MIS), R. Knitter (Mana.), K. Laframboise
(DS&MIS), M. Magnan (Assoc. Dean), S. Mustafa (Acco.), R. J. Oppenheimer (Mana.), M.
Paulin (Mktg.), M. Perugini (CASA), I. Rakita (Fina.), J. Riven (Mana.), L. Rosenthal (CASA),
C. A. Ross (Mktg.), B. Sarmiento II (CASA), M. Sharma (DS&MIS), J. St-Germain (CASA)

Absent with
Regrets: S. Ahsan (Econ.), T. Chirimar (CASA), S. Danaie (Facilities), M. Elmosaly (CASA),
E. Gatbonton (TESL), G. Lowenfeld (Acco.), F. Lowy (President), M. Singer (VP & Provost),
L. Switzer (Fina.)

I Call to Order
The meeting was called to order at 09:30.

II Closed Meeting

[REDACTED]

III Open Meeting

IV Approval of Agenda - JMSB-2004-07A
It was moved by S. Goyal and seconded by K. Argheyd that Council approve the agenda, JMSB-2004-07A
The motion was carried unanimously.

V Approval of the Minutes - JMSB-2004-06M
It was moved by K. Laframboise and seconded by G. Kanaan that Council approve the minutes with the following amendments: correct L. Switzer's department affiliation to indicate Finance, page 2, first paragraph, delete ... Shortly after the corporate entity was set up, September 11th occurred, the aviation industry went into a tail spin and the matter has not been pursued since then: insert - The establishment of the corporate entity was deeply affected by the events of September 11th when the aviation industry went into a tail spin and the matter has not been pursued since then.

VI Chair's Report and Question Period (*maximum 15 minutes*)
J. Tomberlin announced the signing of the agreement with Airport Council International (ACI) to provide leadership training for international airport executives and managers. JMSB will use \$100,000 of VRQ funding to launch the program in a GAMBA format similar to ICAO Security Management training. Revenues from this initiative will return to the Faculty. Faculty expertise will be invited for the development of training courses.

With regard to the term of appointment of the Director of the International Centre for Aviation Management Education and Research (ICAMER), J. Tomberlin advised that D. Doreen was appointed June 1, 2004 for a three-year term expiring May 30, 2006

With regard to the JMSB Strategic Plan, he advised that the complete document would be sent out electronically to all full-time faculty, staff and student executives for preliminary discussion at the November 5th meeting of Council. He advised that some departments already had discussions based on the Strategic Plan summary distributed at the JMSB Executive Committee on October 18th. He remarked that it became quite clear that the summary lacked the meat of the plan needed for a thorough discussion. He congratulated the members of the Marketing Department on the detailed and productive feedback on the summary and encouraged all departments to follow suit. He pointed out that one of the characteristics of the plan is the continuance of planning. Each challenge identified in the plan will have a group of individuals responsible for further study and recommendations. He asked that each faculty and staff member read the document while considering how to play a significant role in the ongoing planning process.

J. Tomberlin encouraged attendance at fall Convocation that will be held on Thursday, December 2nd at 3:00 p.m. in Salle Wilfrid Pelletier, Place des Arts. Honourary Doctorates will be awarded to Daniel Langlois, Bruce Mallen and Marc Garneau. In closing he announced that G. Johns, Concordia University Research Chair in Management will host David A. Harrison, Professor of Management, Smeal College of Business, The Pennsylvania State University, on Friday, October 29, at 2:00 p.m. in GM403-2. Topic: Time Matters in Organizations: Understanding Temporal Features of Organizational Phenomena. An informal morning session on publishing will be held from 10:00 a.m. – 11:30 in GM302.

The Dean agreed to send the Strategic Plan to all part-time faculty provided an e-mail list was made available from CUPFA.

A discussion about the advantages of small class sizes ensued. Due to restricted resources JMSB average class size for non-core courses offered by departments ranges from 40 to 55, depending on the department. According to Associate Dean Kanaan, departments are welcome to set upper and lower limits for class sizes for specific courses as long as there is uniformity in average class sizes across the departments.

Associate Dean B. Ibrahim advised that a response to the Finance Department's motion to increase travel funding will be made before the December 3rd Council meeting after an analysis of the policies of the other Faculties has been completed.

VII Elections

- i) Z. Gidengil, Department of Marketing, was elected to serve on the Appointment and Review Committee for the renewal consideration of the CIBC Distinguished Professorship in Family Business
- ii) R. J. Oppenheimer, Department of Management, was elected by acclamation to serve on the Appointment and Review Committee for the renewal consideration of the Lawrence Bloomberg Endowed Chair in Accountancy
- iii) J. J. Segovia, Department of Accountancy, was elected by acclamation to serve on the Appointment and Review Committee for the renewal consideration of the Ned Goodman Chair in Investment Finance
- iv) H. Bhabra, Department of Finance, was elected by acclamation to serve on the Appointment and Review Committee for the renewal consideration of the Royal Bank Distinguished Professorship in Marketing

VIII Business Arising from Previous Meeting

- i) International Centre for Aviation Management Education and Research (ICAMER) Report - JMSB-2004-07A-02 (*maximum 15 minutes*)

D. Doreen highlighted the activities itemized in the report. He explained that the purpose of the \$600,000 grant from the Valorisation-Recherche Québec (VRQ) was to promote distance education programs external to Quebec for a profit. In partnership with the International Civil Aviation Organization (ICAO) and in collaboration with CIT a program has been launched to professionalize the area of aviation security management worldwide. The format includes a one-week face-to-face seminar and internet study for two months. The students return for one week and take an examination. Successful completion of the examination earns a Certified Aviation Manager certificate. The pilot program held at the ICAO training centre in Casablanca was very successful. Five training programs a year are planned primarily at ICAO training centers – the next one at Concordia in November followed by one in Australia. He remarked that given the realities of September 11 there are enormous public relations benefits for the John Molson School of Business and Concordia from this program.

He reported that the signing of the agreement with Airport Council International (ACI), the trade organization for executives who run the airports of the world, was attended by CEOs of most of the major airports in the world and Concordia was the only university represented. The first leadership training course will be given this year in Geneva. In closing, he advised that the Center contributed approximately \$20,000 to the JMSB last year and an \$80,000 contribution is projected for the end of this year.

With regard to the budget, one Council member pointed out that the balance of the previous year should not be shown as revenue. He offered his accounting expertise for future reports. D. Doreen explained that it was a balance of an amount paid to the Centre to deliver a program for IBM.

Due to a concern raised about Concordia certifying the competency in the area of Aviation Management without going through the University approval process, the Chair agreed to report to Council regarding who issues the Certified Aviation Manager certificates, ICAO or Concordia.

It was strongly suggested that ICAMER have a mandate approved by Council and a committee to make decisions on policy and future directions. The Chair pointed out that ICAMER offers non-credit education as does the Executive Centre and the Entrepreneurship Institute for the Development of Minority Communities. Neither the Executive Centre nor the EIDMC have mandates and committees.

It was moved by K. Laframboise and seconded by M. Sharma that Council receive the report from the International Centre for Aviation Management Education and Research (ICAMER).

D. Doreen agreed to invite all faculty to apply to teach in the program rather than contact those with the required expertise.

The notion of transparency and good governance was supported. D. Doreen was congratulated for the development of these innovative programs and increasing the reputation of the JMSB and Concordia internationally. One Council member suggested that this expertise in distance education be applied in other areas of the school to expand the range of JMSB distance education. D. Doreen concurred noting that a program in retailing for a potentially major benefactor was now in the incubation stages. He added that the future of executive education and to a large extent, degree education, lies in distance education. He stated that the JMSB has had the vision, committed the needed resources and earned a reputation in this field that will pay off.

It was suggested that the new strategic plan include a research and development unit to develop new distance programs and have an advisory board to assist with transparency in management. It was also suggested that all aviation programs be managed in a single division of the JMSB.

The Chair replied that while the JMSB had three areas that provide non-credit training programs, the Executive Center, the Minority Institute and the internal ICAMER, that could be handled through an Executive Centre, consideration would have to be given to continuous development of the specialized training. It was suggested that a formal discussion of the organizational structure and marketing of specialized programs be held at another time.

The following resolution was moved by C. A. Ross and seconded by C. Draimin:

Be it resolved the Directors of ICAMER, the Executive Centre and the Minority Institute and other similar organizations take steps to establish a policy committee with representatives from the different departments. The success of this action should be reported to Council at the December meeting. ICAMER and other similar institutions should be required to present annual reports to Council.

At the Chair's request C. A. Ross agreed that Council consider the resolution as a notice of motion for discussion at the November 5th meeting of Council.

The motion was carried unanimously..

- ii) JMSB Election Procedures- JMSB-2004-07A-03 (*maximum 15 minutes*)
It was moved by M. Sharma and seconded by K. Argheyd that Council receive the JMSB Faculty Election Procedures

It was noted that the principles that guided the production of the document were (i) strict adherence to the CUFA Collective Agreement and (ii) inclusion where exclusion is not clearly specified by the CUFA Collective Agreement.

A number of editorial amendments were noted: page 1 – add Distinguished Teaching Awards Committee, delete Commerce Undergraduate Student Request Committee (& Appeals), insert – Commerce Undergraduate Student Request Committee, delete – Board of Graduate Studies Committee, insert – School of Graduate Studies Committee, delete: Professor Emeritus Committee, insert – Distinguished Professor Emeritus Committee, add – Appointment and Review Committee for Endowed Chairs, page 3, under ballot counting, delete: In order to insure complete fairness and impartiality, ballots..., insert: In order to insure complete fairness and impartiality, ballots in Faculty-wide elections will be counted using the Proportional Representation method.

It was suggested that an alternate member of the Election Panel be elected to assist with any conflicts in the election process. The mover stated that there was very little conflict in the past. The conflict that arose in the spring was referred to the Steering Committee of Council for resolution.

One member of Council expressed his discomfort with what appeared to be a missing page to fully explain the Proportional Representation method. Further discussion ensued about the alleged missing page.

It was moved by R. J. Oppenheimer and seconded by C. A. Ross that the motion be tabled.

A member of Council stated that he felt it was a serious problem that the document was essentially the same as the one he had distributed last spring with the exception of the deletion of the sentence - Only members of the bargaining unit can vote. He noted that Council membership was composed of faculty, staff and students and that the Faculty Election committee handles both staff and faculty elections. He questioned the elimination of unranked ballots and recommended that the number of votes be announced in Council. The Chair asked members of Council to e-mail the

Secretary of Council with any other comments or suggestions prior to the next Steering Committee meeting on October 29th.

It was pointed out that it was the first time that a document concerning JMSB Election Procedures has been brought to Council. Once adopted by Council a policy will be established. Anything circulated in the past is of no consequence.

iii) JMSB Executive Centre Report – JMSB-2004-06A-06

M. Magnan advised that the financial results were almost exactly what had been presented to Council last winter, a negative contribution of \$224,000, an outcome of the restructuring that included salary costs. The decreased revenues resulted from the discontinuance of public seminars in favor of customized seminars. He noted that revenues for customized programs were now four times what they were at this time last year and expressed confidence that the projected budget for 2005 would be met.

It was moved by M. Sharma and seconded by J. Riven that Council accept the Executive Centre Report.

In reply to a question about the existence of a five-year strategic plan for the Executive Centre as a profit centre, M. Magnan advised that there were long term objectives but this new model is being considered as a pilot project. He advised that the Centre has taken a pro active stance in reaching out to the business community to offer educational training to suit their unique needs. The Business Director averages ten prospects per week. There are twenty proposals currently under consideration. The estimated profit on each customized seminar is between 40% - 60%.

It was suggested that the Centre obtain marketing assistance to build relationships with their 198 clients to attract participation in other areas of the JMSB such as the Co-op Programs or distance learning. The power of word-of-mouth was emphasized.

With regard to a question about recruitment practices and the success of the practices, M. Magnan advised that the practice is to serve the client's needs firstly by seeking the expertise of full-time faculty and alternatively seeking external expertise. He noted that many faculty members are not interested in participating for various reasons. He advised that faculty members are more expensive than external consultants which has a negative affect on the profit margin. It was suggested that expertise be sought among the part-time faculty who have more experience and would charge less.

With regard to a question about the downsizing of the staff in the Centre, Associate Dean B. Ibrahim advised that three of the four staff were still working within the Faculty and one chose to take a package.

It was commented that most budgets do not provide five-year projections, under-estimate overhead costs and neglect to consider opportunity costs such as the cost of the director's time, or the cost of pursuing one objective rather than another.

M. Magnan agreed to verify that the part-time telemarketers for the Centre were all Concordia students and agreed to consider a mechanism to communicate the needs of the Centre to the faculty to attract their participation.

The success rate, based on two client meetings a week, was questioned. M. Magnan estimated a 50% probability of meeting the projected budget. A decision about the new model will have to be made at the end of the year.

The motion was carried unanimously.

- iv) Executive MBA Program Report – JMSB-2004-06A-07 – under revision per direction of the JMSB Faculty Steering Committee. Will report November 5, 2004.
- v) Motion regarding staff representation on Advisory Search Committees for the Chairs – JMSB-2004-07A-04

It was moved by C. Draimin and seconded by C. A. Ross that membership of each search committee for department chair shall be extended to include, as a voting member of the committee, one fulltime staff member, elected by the fulltime staff members in JMSB.

It was moved by R. J. Oppenheimer and seconded by S. Betton that the motion be amended to add that votes taken by the committee be conducted by secret ballot to protect confidentiality.

The mover and seconder did not accept the amendment.

There was some objection to the imposition of a function on the operation of a committee. It was pointed out that secret ballots are essential and staff members would be in a position to insist on it. A few members of Council indicated that staff need to be protected in a committee composed of faculty member. The notion of including a staff member on the committee was questioned in light of the perception that a staff member would be inhibited from participating in committee discussions. It was clarified that it was not necessary for the staff member to be from the department involved in the search. It was recommended that the amendment be considered as a separate motion.

A vote was taken on the amendment. 18 in favour, 9 opposed, 0 absentions

One member of Council asked for a definition of full-time staff in light of the number of contract and time sheet worker in the JMSB stating that eligibility must be clarified. She also disagreed with having a staff member on a search committee for the staff member's potential supervisor inasmuch as the best candidate for the job may not be the most agreeable candidate. She suggested that more information was needed before adopting the motion. In keeping with the University policies for staff elections to the Board and other University committees, it was generally agreed that permanent support and administrative staff would be eligible to participate in these elections. Staff members on contracts and time-sheets would not be eligible.

The mover and the seconder agreed to amend the motion to read: one permanent fulltime staff member

The motion was carried unanimously.

- IX Report: Graduate Programs, Research and Program Evaluation – There was no report.
- X Report: Administrative Affairs and Human Resources – There was no report.
- XI Standing Report on the status of the new JMSB building – There was no report.
- XII CGSA Report – JMSB-2004-07A-05
This item will be brought forward to the next meeting of Council.
- XIII Report: External Affairs and Executive Programs – There was no report.
- XIV Report: Undergraduate Programs, Academic and Student Affairs – There was no report.
- XV Reports from School Representatives on University Committees
 - i) University Senate – There was no report.

- ii) Arts and Science Faculty Council – There was no report.
- iii) Senate Academic Planning and Priorities – JMSB-2004-07A-06
The Chair advised that the report will be sent to all faculty, staff and student executive along with the draft Strategic Plan.
- iv) Senate Academic Programs Committee – There was no report.
- v) Senate Research Committee - There was no report.
- vi) University Library Committee - There was no report.
- vii) Undergraduate Scholarships and Awards Sub-committee
M. Sharma reported that the Scholarships and Awards reception will take place next Friday, October 29th.
- viii) Board of Governors

It was moved by B. Ibrahim and seconded by R. J. Oppenheimer that Council grant speaking privileges to L. Kryzanowski, JMSB representative on the Board of Governors.

The motion was carried unanimously.

L. Kryzanowski reported on the last two meetings of the Board. He advised that at the first meeting the President reported a 40% growth in enrolment with no increase in faculty which led to questions about quality education. The University may have to forego a balanced budget to improve the part to fulltime ratios. A discussion of class size took place. He reported a number of title changes, the Chief Financial Officer now has the title of Vice-President, Finance and the Provost has the title Vice-President and Provost. A pension plan amendment was adopted regarding liability of members. The most contentious issue was the proposal affecting the international levy in Arts and Science. It was passed without a two-thirds majority. He advised that in reply to an external member's query about Board approval of agreements with other universities, the Provost stated that the agreements must not be signed by the Deans. This issue will be brought to the Executive Committee. He reported that at the next meeting, Dean Jackson, Faculty of Fine Arts, made an excellent presentation and the profile of the ideal candidate for President was adopted as amended on his insistence to stipulate that a PhD was preferred.

- ix) Council of the School of Graduate Studies – There was no report.

XVI CASA Report - JMSB-2004-07A-07

This item will be brought forward to the next meeting of Council.

XVII New Business

- i) Motion regarding financial statements for each privatized program – JMSB-2004-07A-08
This item will be brought forward to the next meeting of Council.

XVIII Other Business

XIX Adjournment

It was moved by M. Sharma and seconded by J. Freed that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:45 p.m.

XX Next meeting

The next regular meeting of Council will take place on Friday, December 3, 2004 in room GM302.